

to share their specialists and to outsource some duties to consultants or private companies, even where sworn officers are required. These changes will be even more magnified for departments whose jurisdictions are gaining population and thus require more officers.

At the same time, ongoing operations in the war on terror means the military will compete for recruitment-age young men and women who otherwise might choose a career in law enforcement. The Army already has been forced to relax its standards and to offer substantial enlistment bonuses in order to recruit enough manpower. Law enforcement would find it difficult to make similar adjustments.

Not only are recruits likely to be harder to attract, they will be different from those of previous generations. Generations X and Y and the Millennials display a number of uncomfortable characteristics that seem to grow more powerful with each cohort including a mistrust of authority that the Boomers abandoned as soon as they gained authority themselves; a laudable, but often ruthless, determination to accomplish whatever job they take on; an absolute commitment to their own bottom line, combined with today's lack of loyalty to employers and unrestrained acceptance of diversity in all things. Motivating and retaining such recruits will not be easy.

Nor will it be easy accepting the practical changes that these values imply. More recruits are likely to be in committed relationships outside marriage and expect spousal

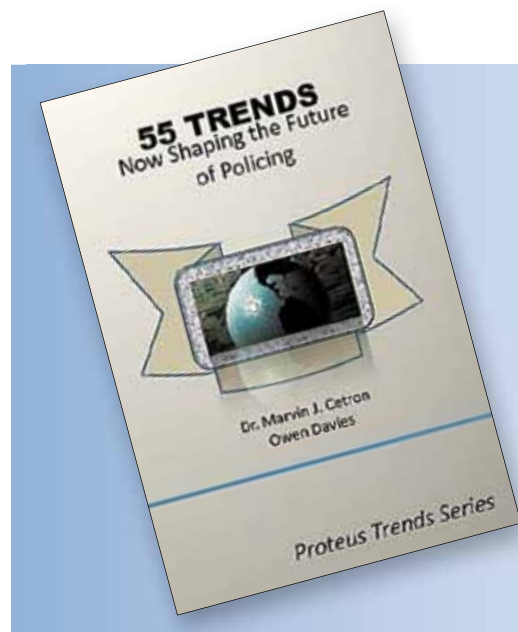
benefits for their partners. More will demand leave for new fatherhood. Such changes will be difficult but necessary for fundamentally conservative institutions, like law enforcement, to accept.

Finally, new technology, better pay and benefits, and new duties all cost money, a resource that will be hard to come by. In a period of tight public budgets, law enforcement agencies will be forced to compete for funding with other government services, including the military, making it difficult to obtain new equipment or take on necessary new functions... Police departments and ancillary agencies will find themselves continually playing catch-up with the demands placed on them. But this, at least, is one aspect of the future that most will find all too familiar.

These are just a handful of the challenges that today's trends are predicting for tomorrow's law enforcement agencies. However, technology, demographics, and changing values will be the three primary issues facing the police community in the near future.

To help cope with the coming changes, police forces and other law enforcement agencies must begin to prepare now. 🌩

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